



# TRAINING KNOWLEDGE WORKERS

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Knowledge workers are assuming an increasingly important role in today's economy. They now constitute an important part of a firm's intangible assets. This intellectual capital can make a significant difference in its competitive advantage. Key concerns are how to attract and retain knowledge workers and develop an appropriate training and education program to maximize their performance. Against this backdrop, the APO launched a survey on "In-company Training Strategies for Knowledge Workers" in 2002 to identify best practices in the training strategies of companies in the Asia-Pacific region and to define the critical success and hindering factors.

This publication is a compilation of the integrated survey report and reports of the countries that participated in the survey: India, Malaysia, Philippines, Singapore, and Thailand. These countries are seeing a rapid increase in the number of knowledge workers as well as in their contributions to corporate excellence and competitiveness. Each country report provides an overview of the national economy, an analysis of its preparedness for joining the knowledge-based economy, best practices in training knowledge workers, and training programs of selected companies. *Training Knowledge Workers* is also available as an e-book on the APO Web site at [www.apo-tokyo.org](http://www.apo-tokyo.org).

Broadly defined, a knowledge worker is someone who makes a living out of creating, manipulating, or disseminating knowledge. By this definition, everyone in the workplace will eventually be considered a knowledge worker as the amount of information and data that people use to perform their jobs is steadily increasing. As knowledge is embodied in people, a recommendation of the survey was for organizations to deploy their employees as resource persons, trainers, and mentors. This will promote knowledge sharing for resolving business problems. It was also noted that knowledge workers value professional freedom, integrity, innovativeness, and opportunities to learn. For this reason, e-learning should become an integral part of the training strategy of an organization as it enables knowledge workers to self-manage their own learning as well as ensure their lifetime employability. These and other findings of the survey offer many practical insights for those responsible for developing and managing knowledge workers.

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